Human Resource Management Report

October 2009
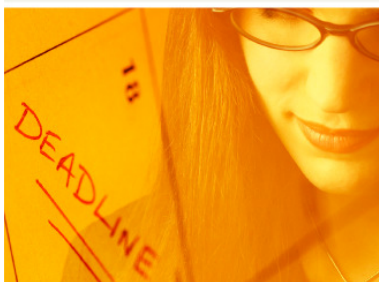
Plan & Align

Deploy

Reinforce

Hire

Develop

Department of
Revenue
Washington State

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Performance Measure	Status	Action Priority [e]	Comments
PLAN & ALIGN WORKFORCE			
Management profile [a]	12% = "Managers"; 10.4% = WMS only	M	WMS control point = 10.5%
% employees with current position/competency descriptions [b]	100%	L	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies [c]	43 avg days to hire (of 114 vacancies filled)	L	
Candidate quality ratings [c]	67% cand. interviewed had competencies needed 93% mgrs said they were able to hire best candidate	H	
Hiring balance (% types of appointments) [c]	32% promo; 47% new hires; 15% transfers; 1% exempts; 5% other	L	
Number of separations during post-hire review period [c]	8	L	
DEPLOY WORKFORCE			
Percent employees with current performance expectations [b]	99.3%	H	
Overtime usage: (monthly average) [c]	0.07 hours (per capita); 0.0077% of EEs receiving OT	L	
Sick leave usage: (monthly average) [c]	6.53 hours (per capita)	L	
# of non-disciplinary grievances [c]	3 grievances	L	
# of non-disciplinary appeals & Dir's Reviews filed [c]	1 appeal, 1 Director's Review	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans [b]	99.3%	H	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations [b]	99.9%	H	
Number of formal disciplinary actions taken [c]	6	L	
Number of disciplinary grievances and appeals filed [c]	3 grievances; 0 appeals	L	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) [c]	4.2%	M	
Diversity Profile [a]	56% female; 18% people of color; 69% 40+; 4% with disabilities; 5% Vietnam Era Veterans; 2% Veterans with disabilities	H	
Employee survey overall average rating [d]	3.78, 3.80 survey responses	L	

a) Data as of 6/30/09
b) Data as of 6/30/09
c) Data from 7/1/08 through 6/30/09
d) Data as of November 2007 State Employee Survey
e) Action Priority: H=High, M=Medium, L=Low   For those measures that have Action Steps

Plan & Align Workforce

Management Profile

Agency Priority: Medium

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
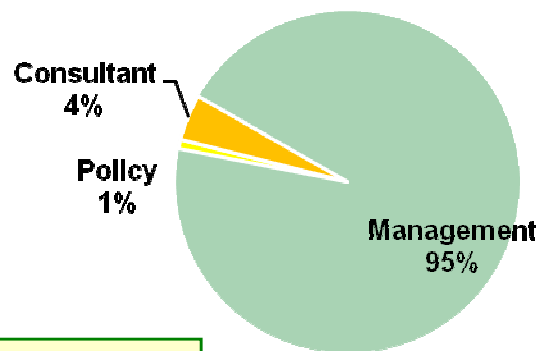
Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

WMS Employees Headcount = **115**

Percent of agency workforce that is WMS = **10.4%**

All Managers* Headcount = **133**

Percent of agency workforce that is Managers* = **12.0%**

* In positions coded as "Manager" (includes EMS, WMS, and GS)

WMS Management Type

Management	109
Consultant	5
Policy	1

Analysis:

- The agency remains below our WMS Control Point of 10.5%.

Action Steps:

- Continue oversight by Executive Management in assessing WMS position inclusion, rating and banding.

- Continue Executive level review of requests to add WMS positions to the agency.

- Continue reviewing the agency management profile and operations to identify additional opportunities to optimize organizational efficiencies.

Data as of 6/30/09
Source: Business Intelligence - DOP and agency data

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Agency Priority: Low

> **Percent employees with current position/competency descriptions = 100%***

*Based on 1,055 of 1,055 reported employee count 6/30/09
 Applies to employees in permanent positions, both WMS & GS

**100%
Completion Rate**

Analysis:

- The Department of Revenue continues to maintain 100% completion rate for this measure.

- The Human Resource Division created a new "Supervisor's Toolbox" Intranet website in May, 2009 which includes information on position descriptions, competencies, and the process.

- Position descriptions are reviewed during the first step of the recruitment process and as position action requests for reallocation or changes in duties are received.

- Each year, supervisors verify on the performance development plan that position descriptions have been reviewed and/or updated.

Action Steps:

- Continue to provide expert consultation, guidance and training to supervisors and managers regarding the appropriate development of position descriptions and competencies.

- Work with managers who have staff in field offices to identify duties unique to their specific location which should be included in the position description.

- Continue to provide training to new supervisors regarding the position description and competency development process during the agency's New Supervisor Orientation course.

Data as of 6/30/09
Source: Agency records

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Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Low

Time-to-Hire Funded Vacancies

Average number of days to hire*: 43.0

Number of vacancies filled: 114

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 345   Percentage = 67%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 97   Percentage = 93%

Hiring managers indicating "no":

Number = 7   Percentage = 7%

Data Time Period: 7/1/08 – 6/30/09
Source: DOR Requisition Log and Business Intelligence – DOP and Agency Tracking

Analysis:

- The rate for this measure decreased to 43 days in FY09 from 44.9 days in FY08.

- The number of vacancies filled dropped from 122 in FY08 to 114 in FY09.

- The percent of candidates interviewed having competencies for the job decreased from 73% in FY08 to 67% in FY09.

- Hiring managers indicating they hired the best candidate for the job dropped from 98% in FY08 to 93% in FY09.

Action Steps:

- Continue to provide recruitment resources to divisions challenged with hard to fill positions.

- Continue relationship building with outside organizations using similar occupational categories. This includes building strong applicant pools for historically hard to fill positions.

- Human Resource staff are serving on a statewide committee analyzing skill based exams. The goal of the committee is to improve the accuracy of assessing applicant qualifications. This may help to increase the number of candidates who have the necessary competencies.

- Continue to work with divisions on improving recruitment questionnaires to screen out applicants who lack the necessary competencies.

- The Department of Revenue will continue to analyze survey data to identify the root cause of difficult to fill positions. The process will look at trends by division, job class, etc.

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Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

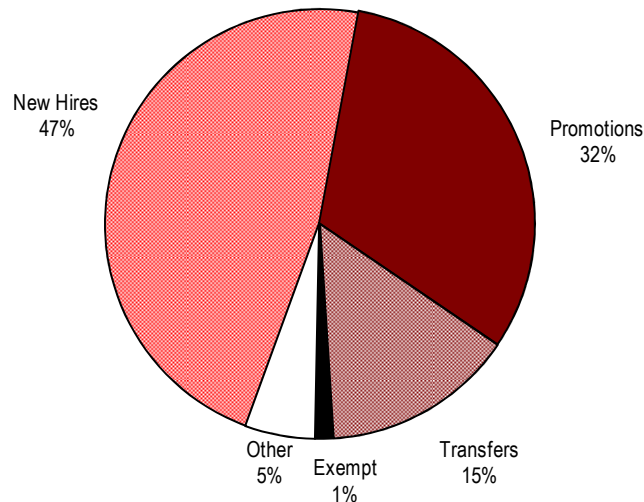Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low

Types of Appointments

New Hires 47%

Promotions 32%

Transfers 15%

Exempt 1%

Other 5%

Total number of appointments = 152*

* Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	6
Probationary separations - Involuntary	2
Total Probationary Separations	**8**
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
Total Trial Service Separations	0
Total Separations During Review Period	**8**

Data Time Period: 7/1/08 through 6/30/09
Source: Business Intelligence – DOP and Agency Tracking

Analysis:

- Separations during an employee's probationary/trial service review period decreased by 34% in FY09. The agency has placed a priority on assisting management in placing the appropriate candidate in open positions. We consult with supervisors regarding appropriate ways to ensure that employees have clear expectations and training needed to successfully complete probationary and trial service periods.

- DOR continues to maintain an appropriate balance between new hires and promotions versus separations during review periods.

- New hires are comparable to the statewide level of 42% in FY08. Use of in-training plans and reallocations provide upward mobility.

- Separations during review period (.74%) is below the statewide average (7%) for FY08.

- The Department of Revenue continues to have a low percentage of demotions, reversions, and elevation appointment actions, which reflects the agency's strong performance management efforts.

Action Steps:

- Continue to explore alternate career paths within the agency through in-training appointments and developmental job opportunities as a way to retain employees.

- Continue its outreach efforts with colleges, universities, and professional organizations to improve candidate pools.

- Explore improvement to the exit survey process to identify trends and opportunities to mitigate losing qualified employees.

- Continue to review candidate questionnaires to ensure that the questions asked will identify the most qualified candidate.

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Deploy Workforce

Current Performance Expectations

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

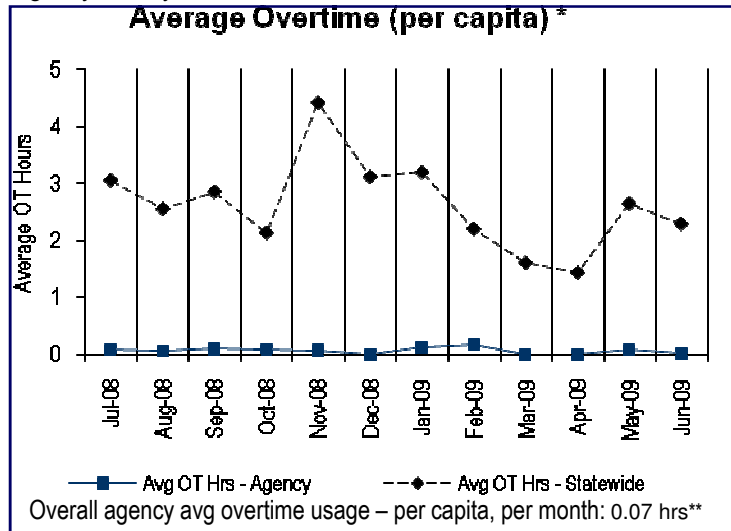**Percent employees with current performance expectations**

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: High

> **Percent employees with current performance expectations = 99.3%***

> Total # of employees with current performance expectations* =**1,048***
>
> Total # of employees* = **1,055** **
>
> *Applies to employees in permanent positions, both WMS & General Service
>
> **Represents total number of employees with performance evaluations due between 7/1/08 to 6/30/09

Percent Employees with Current Performance Expectations FY07 - FY09

Analysis:

- Completion of employee performance expectations increased by 1.3% from FY08.

- Of the seven employees without current performance expectations in FY09, five have been completed.

- Supervisors are encouraged to create performance expectations for new employees within 30 days of employee's hire date.

- Human Resources provides training to new supervisors on setting performance expectations and the performance management process.

Action Steps:

- Continue to provide guidance and consultation to managers and supervisors in the areas of establishing performance expectations and workforce development and management.

- Human Resources will continue to follow up with supervisors on the importance of setting current performance expectations.

- Agency management will continue to review available best practices and tools used by other agencies.

Data as of 6/30/09
Source: Agency Performance Evaluation Tracking System

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: Low

Average Overtime (per capita) *

Overall agency avg overtime usage – per capita, per month: 0.07 hrs**

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *

Overall agency avg employees receiving overtime per month: 0.0077%**
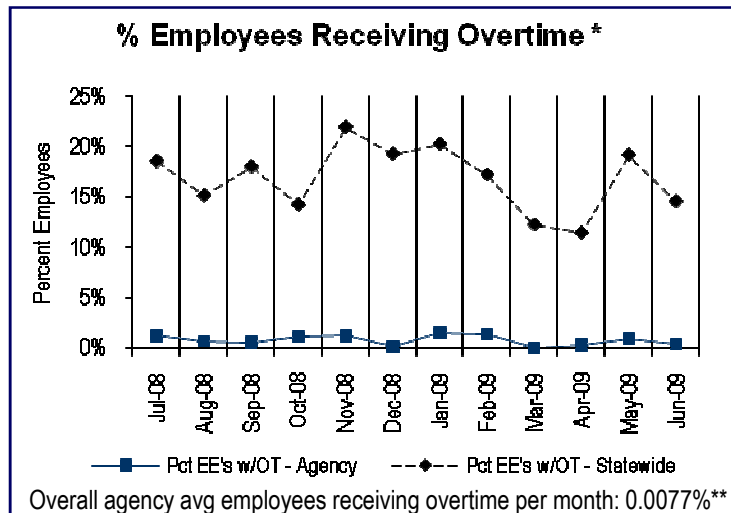
**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: July 1, 2008 through June 30, 2009
Source: Agency Leave System and Payroll Overtime Records

Overtime Cost - Agency
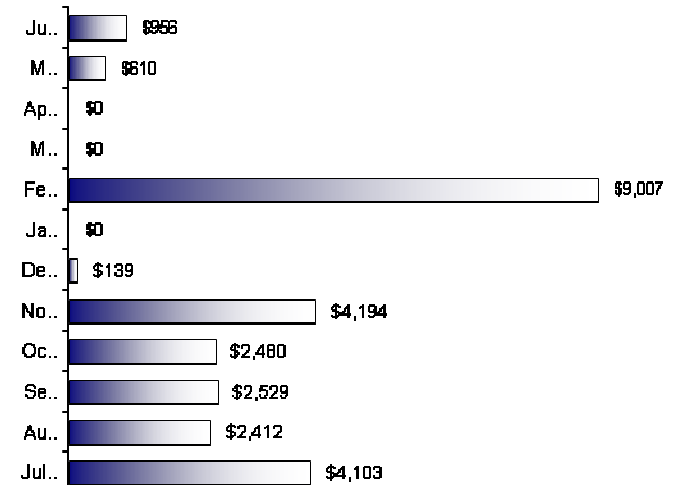
Analysis:

- The Department of Revenue's overtime hours and costs remain significantly less than the statewide rates.

- The Department of Revenue spent $8,326 less in overtime than it did in FY08.

- The overtime usage reflects peaks in workloads related to an increased need for services to taxpayers which allows for achievement of critical business objectives.

Action Steps:

- Based on our analysis, we believe our overtime hours and costs are appropriate for the size and the nature of our work. No targeted actions are planned at this time.

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.
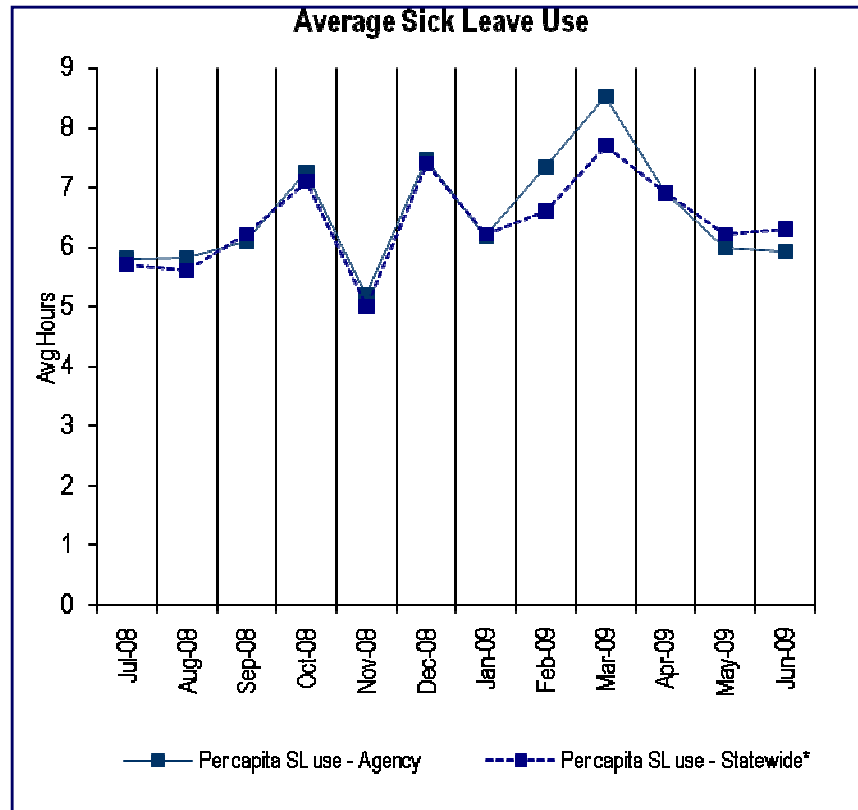
Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Sick Leave Usage

Average Sick Leave Use

Legend: ■ Per capita SL use - Agency   ■ Per capita SL use - Statewide*

Analysis:

- Per capita sick leave use differed from the statewide trend between February to April in FY09 but otherwise matched the statewide trend.
- The Department of Revenue included health risk assessment information in the agency's New Employee Orientation, New Supervisor Orientation, and agency intranet site in FY09.
- Staff redesigned the safety/wellness intranet website in FY09.
- In FY09, the Department of Revenue combined the wellness and safety committees into one to best coordinate agency activities.

Action Steps:

- Will re-emphasize both the health risk assessment and other wellness information in FY10.
- Continue to expand agency wellness program.
- DOR will conduct an on-site flu shot clinic in FY10.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
6.53 Hrs	225.0 Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 1, 2008 through June 30, 2009
Source: Agency Leave System

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures
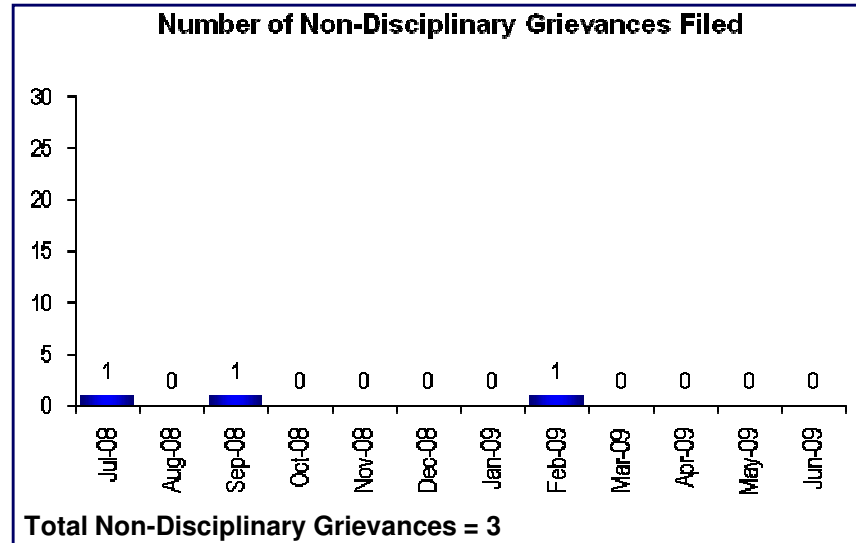
Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed

Month	Value
Jul-08	1
Aug-08	0
Sep-08	1
Oct-08	0
Nov-08	0
Dec-08	0
Jan-09	0
Feb-09	1
Mar-09	0
Apr-09	0
May-09	0
Jun-09	0

Total Non-Disciplinary Grievances = 3

* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- One non-disciplinary grievance was resolved at Step 2.
- One non-disciplinary grievance was resolved at Step 3.
- One non-disciplinary grievance was suspended due to employee extended leave of absence.

Data Time Period: 7/1/08 – 6/30/09
Source: Agency Grievance Records

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Compensation	3

Analysis:

- The Department of Revenue has a very low number of non-disciplinary grievances.

- The number of non-disciplinary grievances was reduced by 40% from FY08.

- The very low number of non-disciplinary grievances is indicative of effective supervisory expectations, labor relations and contract administration.

Action Steps:

- Continue educating supervisors and managers on effective employee and labor relations principles and methods through the agency's Supervisory HR Core Competency Program.

- Agency Labor Relations Manager maintains proactive communication and collaboration with WPEA.

- Continue communication, collaboration and partnership with Union and UMCC.

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

1 Job classification

0 Rule violation

0 Name removal from Layoff List

0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*

0 Remedial action

1 Total filing

Filings with Personnel Resources Board

1 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

1 Total filing

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

Director's Review Outcomes	# of Actions
Affirmed	1
Reversed	0
Modified	0
Withdrawn	0
No Jurisdiction	0
Total Outcomes	**1**

Personnel Resources Board Outcomes

Director's Review Outcomes	# of Actions
Affirmed	1
Reversed	0
Modified	0
Withdrawn	0
Remanded	0
No Jurisdiction	0
Total Outcomes	**1**

Data Time Period: 7/1/08 – 6/30/09
Source: Department of Personnel

Develop Workforce

Individual Development Plans

Agency Priority: High

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

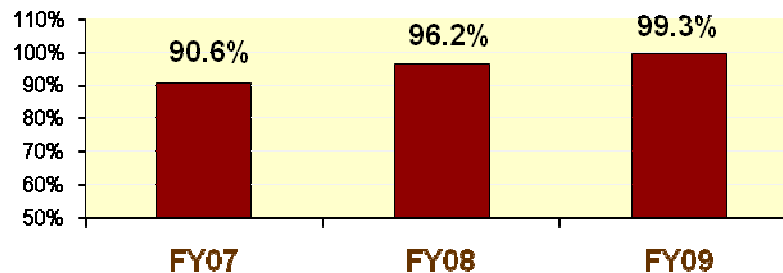**Percent employees with current individual development plans**

Competency gap analysis (TBD)

> **Percent employees with current individual development plans = 99.3%***

> * Based on 1,055 of 1,055 reported employee count 6/30/09
>
> * Applies to employees in permanent positions, both WMS & GS 6/30/09
> Represents total number of employees with performance evaluations due between 7/1/08 to 6/30/09

Percent Employees with Current Individual Development Plans FY07 - FY09

FY07	FY08	FY09
90.6%	96.2%	99.3%

Analysis:

- The Department of Revenue continues to exceed agency goal of 95% for this measure in FY09.
- Completion of individual development plans increased by 3.1% from FY08.
- Of the seven employees without individual development plans during FY09, five are now completed.
- Human Resources follows up with supervisors on submitting missing individual development plans.

Action Steps:

- Work with supervisors experiencing barriers to timely completion of evaluations, including individual development plans.
- Continue to provide guidance and training to managers and supervisors in the production and administration of individual development plans.
- Update the Supervisor's Toolbox website to emphasize importance of setting employee Individual Development Plans and include this reference in performance evaluation notices sent to supervisors.

Data as of June 30, 2009
Source: Agency Performance Evaluation Tracking System

Reinforce Performance

Current Performance Evaluations

Agency Priority: High

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
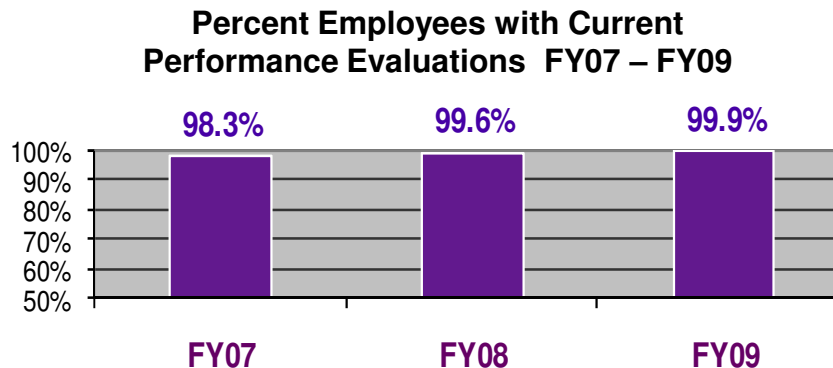
Percent employees with current performance evaluations = 99.9%*

* Based on 1,054 of 1,055 reported employee count 6/30/09

Applies to employees in permanent positions, both WMS & GS

Represents total number of WMS and GS employees with performance evaluations due between 7/1/08 to 6/30/09.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Percent Employees with Current Performance Evaluations FY07 – FY09

	98.3%	99.6%	99.9%
100%			
90%			
80%			
70%			
60%			
50%			
	FY07	**FY08**	**FY09**

Data as of 6/30/09
Source: Agency Performance Evaluation Tracking System

Analysis:

- The percent of employees with current evaluations increased .3% from FY08.

- This measure is reported to the Department of Revenue Strategy Team on a monthly basis to ensure all divisions are aware of current status.

- The data reflects that one employee was not evaluated in FY09. This person was evaluated just after the close of the fiscal year.

- Human Resources created a Supervisor's Toolbox website in May, 2009 with links on the performance and development plan process and resources.

Action Steps:

- Continue to provide consultation and training for managers and supervisors.

- Continue to emphasize the performance evaluation process in our New Supervisory Orientation class.

- Continue to send out monthly electronic performance evaluation reports to supervisors and follow up on performance evaluations not received by the due date.

- Review best practices within the agency for performance evaluation completion, setting performance expectations and individual training plans.

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Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: Low

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	0
Demotions	3
Suspensions	0
Reduction in Pay*	3
Total Disciplinary Actions*	**6**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Failure to follow work expectations
- Excessive unauthorized leave
- Inappropriate behavior/communication
- Unacceptable work performance
- Misuse of state resources
- Unauthorized use of taxpayer information

Analysis:

- The Department of Revenue continues to have a very low number of formal disciplinary actions.
- Formal disciplinary actions represent 0.5% of the total permanent employee count (June 2009).

Action Steps:

- Continue to provide supervisors and managers with training for Just Cause Disciplinary Actions, Collective Bargaining and Labor Relations, and other HR Core Competencies.
- Continue to provide proactive consultation to management to assist in addressing performance issues before formal disciplinary action is warranted.

Data Time Period: 7/1/08 – 6/30/09
Source: Agency Disciplinary Tracking System

Reinforce Performance

Disciplinary Grievances and Appeals

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
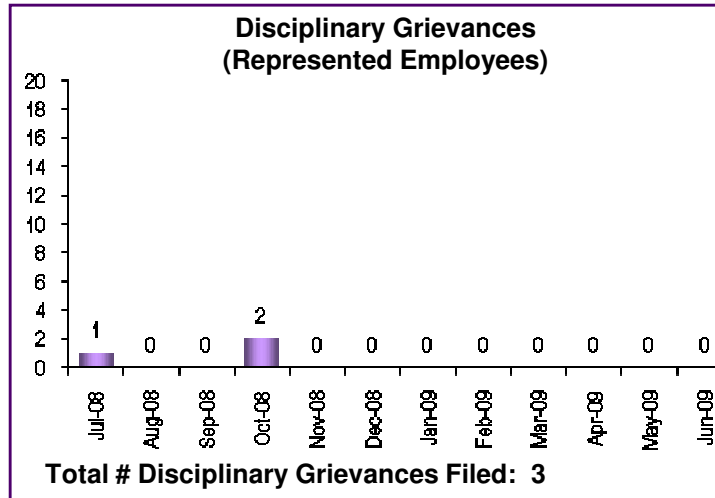
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances (Represented Employees)

Jul-08: 1, Aug-08: 0, Sep-08: 0, Oct-08: 2, Nov-08: 0, Dec-08: 0, Jan-09: 0, Feb-09: 0, Mar-09: 0, Apr-09: 0, May-09: 0, Jun-09: 0

Total # Disciplinary Grievances Filed: 3

Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

Time period = 7/1/08 through 6/30/09

- One disciplinary grievance was settled at Step 2
- One disciplinary grievance was settled at Step 1.
- One disciplinary grievance resolved at PARM.

Disposition (Outcomes) of Disciplinary Appeals*

Time period = 7/1/07 through 6/30/09

No appeals reported during this time period

*Outcomes issued by Personnel Resources Board

Data Time Period: 7/1/08 – 6/30/09
Source: Agency Disciplinary Tracking System

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ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
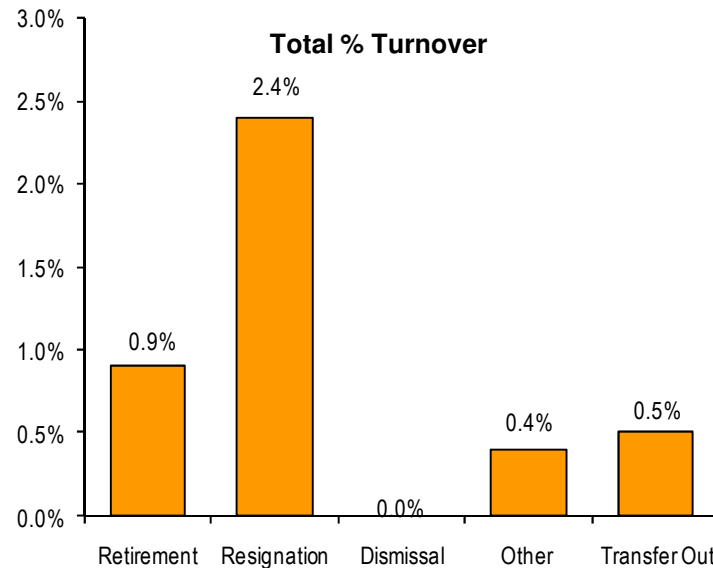
Turnover rate: key occupational categories

Workforce Diversity Profile

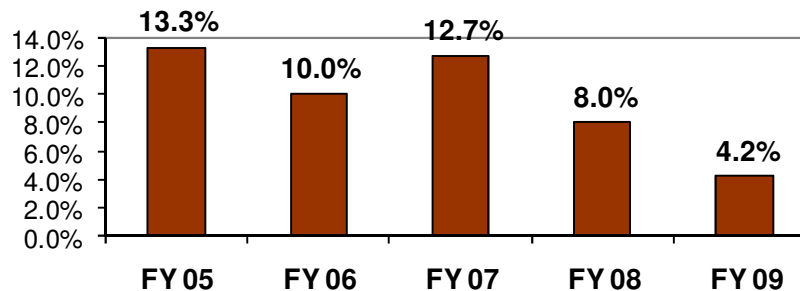**Employee Survey Information**

Retention measure (TBD)

Agency Priority: Medium

Turnover Rates

Total % Turnover

Total Turnover Actions: 44
Total % Turnover: 4.1%

DOR Turnover FY04-FY09

Analysis:

- Turnover data includes "transfer out" actions to other state agencies.

- Turnover decreased by 3.8% from FY08. This decrease in turnover is likely attributable to the decline of opportunities in historically competitive job classifications.

- The 45 turnover actions for FY09 reflect 5 transfers to other state agencies, 26 resignations, 10 retirements and 4 separations - other.

Action Steps:

- Continue to seek out and implement best practices for retention of staff.

- Explore methods to improve tracking of exit surveys to identify potential retention strategies.

- The Department of Revenue Diversity Planning Committee is exploring strategies to improve retention, such as increased recognition programs, on-boarding programs, improved mentorship program, agency shadow program and diversity awareness. Additionally, a Leadership Management Program is developing succession planning tools.

Data Time Period: 7/1/08 through 6/30/09
Source: Agency Turnover Tracking System

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories
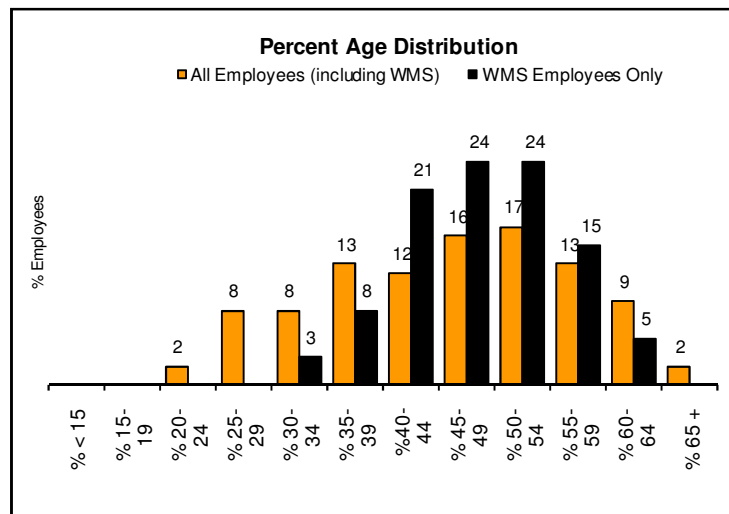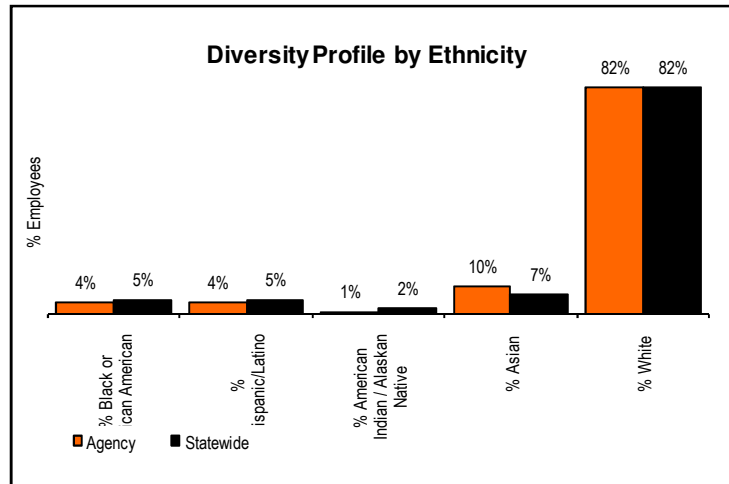
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Workforce Diversity Profile

Agency Priority: High

	Agency	State
Female	56%	53%
Persons w/Disabilities	4%	4%
Vietnam Era Veterans	5%	6%
Veterans w/Disabilities	2%	2%
People of color	18%	18%
Persons over 40	69%	74%

Diversity Profile by Ethnicity

Percent Age Distribution

Data as of 6/30/09 Source: Business Intelligence - DOP

Analysis:

- The diversity profiles for the Department of Revenue closely matches the state's demographics and the numbers are steady from the last reporting period in FY08.

- While these diversity numbers are comparable to the statewide representation, the 2008 Affirmative Action Plan Update shows under-representation in total persons of color for Officials and Administrators and Professionals.

- Extended outreach efforts with the military community remains a priority for the department. The veteran population will continue to be a resource for DOR career opportunities.

Action Steps:

- Continue outreach and strategy efforts to improve representation of affected groups across all groups with special attention towards building relationships with Native American and Hispanic organizations.

- Continue to strengthen business relationships with the Tacoma Urban League, which has a large population of diverse job seekers.

- Continue to partner with the Washington State Diversity Employment Network, South Sound Diversity Network, and the statewide Recruiter's Roundtable to enhance diversity outreach efforts.

- Continue the agency's Diversity Planning Committee's work to improve representation in all categories, particularly in connecting with professional minority organizations.

- Develop email list serves to target diverse organizations. In addition, the list will include colleges and universities, and WorkSource. Create additional list serve for job seekers to subscribe to.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Agency Priority: Low

Employee Survey Ratings

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.50	3.56
2) I receive the information I need to do my job effectively.	3.80	3.77
3) I know how my work contributes to the goals of my agency.	4.12	4.14
4) I know what is expected of me at work.	4.28	4.25
5) I have opportunities at work to learn and grow.	3.59	3.66
6) I have the tools and resources I need to do my job effectively.	3.76	3.75
7) My supervisor treats me with dignity and respect.	4.29	4.29
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.72	3.76
9) I receive recognition for a job well done.	3.34	3.43
10) My performance evaluation provides me with meaningful information about my performance.	3.39	3.45
11) My supervisor holds me and my co-workers accountable for performance.	4.14	4.11
12) I know how my agency measures its success.	3.39	3.43
13) My agency consistently demonstrates support for a diverse workforce.	n/a	3.83
Overall average:	**3.78**	**3.80**
Number of survey responses:	**865**	**879**

Data as of November 2007
Source: Statewide Employee Survey

Analysis:

- The 2007 Department of Revenue Employee Satisfaction Survey incorporated the DOP Climate Survey and maintained an 85% response rate.

- The 2007 DOP Climate Survey results were validated to be statistically significant.

- Based on the 2007 DOP Climate Survey results, the agency prioritized ongoing supervisor feedback and effective performance evaluations (Questions 8 & 10) for targeted attention.

- Based on the co-occurring Department of Revenue Employee Satisfaction Survey results, the agency also prioritized safety and workload for targeted attention.

Action Steps:

- The 2009 Department of Revenue Employee Satisfaction Survey will incorporate the 2009 DOP Climate Survey and appropriate arrangements will ensure the integrity of the data transfer (Organizational Development, September 2009).

- The 2010 Employee Feedback Sessions will follow an updated format to include drill down questions within the topic areas and survey questions. This will solicit more specific and useful feedback for employee engagement and relevant action planning (Organizational Development, Plan: January 2010; Feedback Sessions: April 2010).